



AutoZone Greater Memphis Area Grant Application

Organization Information

Complete the following information to be considered for an AutoZone Greater Memphis Area charitable grant. You may want to prepare your answers in advance and paste responses into the fields.

Legal Name of Organization	Memphis Shelby Crime Com
Other name or acronym your organization operates under	MSCC
501(c)(3) #	780009901 (tax exempt #)
Mailing Address	600 Jefferson Street, Suite 41
City	Memphis
State	TN ▾
Postal Code	38105
Phone Number (901) 123-4567	901-527-2600
Website	memphiscrime.org
Primary Email Address	bpinnolis@memphiscrime.org

Provide the following information for the organization's primary contact.

Prefix Mr., Ms., Dr., etc.	Ms.
First and Last Name	Brona Pinnolis
Position Title CEO, Executive Director, etc.	VP, Strategic Implementation
Phone Number (901) 123-4567	901-507-4192
Email Address	bpinnolis@memphiscrime.org

Provide the following information for the organization's secondary contact.

Prefix Mr., Ms., Dr., etc.	Ms.
First and Last Name	Linda Russell
Position Title Development Director, Program Director	VP, Communications & Deve
Phone Number (901) 123-4567	901-527-2600
Email Address	lrussell@memphiscrime.org

Provide current or past involvement by AutoZone and/or AutoZoners. Please include:

- Year(s) received support
- Description of AutoZone participation (programs funded, events sponsored, AutoZoners involved, etc.)

AutoZone has graciously supported the Crime Commission during the following years with general operating fund support: 2007, 2008, 2009, 2010, 2011, 2013, and 2014. In 2016, an AutoZone grant contributed to an earmarked effort to bring in a consultant for the Memphis Police Department.

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Please state the purpose of your organization.

The Memphis Shelby Crime Commission (MSCC) is a 501(c)(3) non-profit corporation created to provide research and best practices information related to crime reduction. Over the years, that mission grew to include a specific plan of action known as Operation: Safe Community (OSC), now in its third 5 year iteration. The plan focuses attention on best practices in arenas that could have a significant impact on local crime. The plan commenced in January 2017 and encompasses 5 goals and 16 objectives aimed at key problem areas that feed crime rates. The MSCC serves as a catalytic entity bringing together groups from all sectors of the community and publishes monthly crime data. The MSCC has also embarked on a new joint venture with the University of Memphis (U of M), which has created the Public Safety Institute (PSI). The Institute draws on researchers from multiple disciplines and is primarily responsible for rigorous academic evaluation of all objectives under the OSC-3 plan.

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Describe who you currently serve and specify the resources, services and / or opportunities you provide in the Greater Memphis Region.

The MSCC is not a programmatic entity; rather, it serves as a policy think tank and convener and facilitator of agencies that do provide services in an effort to reduce silos and bring about the most effective change based on implementation of evidence-based or evidence-informed best practices. The OSC-3 plan was developed with input from approximately 500 citizens and approved by the board of directors of the Crime Commission, composed of 50 community leaders equally divided between the public and private sectors. The efforts of our organization serve the greater interests of the entire Shelby County citizenry. Additionally, the MSCC serves as a non-profit organization that can direct charitable giving to specified areas of greatest need related to issues of public safety. The OSC-3 plan is designed to be evolutionary; as ongoing evaluations occur, the plan can be amended when an evaluation warrants a change of course with regard to goals, objectives, or outcome measurements.

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Describe, in list form, your staff composition.

- paid full-time staff
- number of paid part-time staff
- number of volunteers
- contractors, interns and other support

Bill Gibbons, President (Employed by the University of Memphis and serves simultaneously as Director of the Public Safety Institute);
 Linda Russell, Vice President, Communication & Development (Employed by the University of Memphis and simultaneously serving as Chief Administrator of the Public Safety Institute);
 Harold Collins, Vice President for Community Engagement (MSCC full-time employee)
 Brona Pinnolis, Vice President for Strategic Implementation (MSCC full-time employee)
 Sharon Walker, Executive Administrative Assistant (MSCC full-time employee)
 Janice Jones, Finance Administrative Assistant (MSCC part-time employee).
 The MSCC does not currently have any volunteers, contractors, or interns engaged, other than the volunteer board of directors. However, the MSCC works collaboratively with numerous community and neighborhood-based volunteer groups. In addition, last year, approximately 500 citizens provided input into the development of the new Operation: Safe Community plan spearheaded by the MSCC.

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Identify the geographic scope of your service(s) and / or outreach. Describe where your programs and / or outreach takes place and why.

The work of the MSCC reaches the entire Shelby County community. One of the core concepts behind the work of the MSCC is collective impact and collaboration, which requires county-wide involvement to reduce crime levels. It is not sufficient to move crime out of one area only to have it resurface in an adjacent geographic area. We work with public and private entities both within the city limits of Memphis and the surrounding areas of the county, both unincorporated parts of Shelby County as well as other municipalities within the county.

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What are your organization's top three (3) priorities? Explain why and how you pursue these goals.

Through 2021, the top three priorities are:

a. Implement OSC-3 with fidelity to process and transparent outcomes: In order to determine if what we are doing works, we must first implement the objectives with fidelity and then measure the outcomes. In prior versions of OSC, too many outcomes were left to self-reporting. By establishing agreed upon metrics at the outset, we are in a better position to measure outcomes by more objective criteria and provide practitioners with appropriate guidance on what is working and what might need adjustment. The ultimate goal for all is the reduction and prevention of crime in our community and, therefore, everyone must continue to recognize the importance of measurable successes.

b. Inaugurate and support the Public Safety Institute at the University of Memphis (U of M) as a respected research and evaluation source for crime reduction and prevention best practices: Part and parcel of the measurement of outcomes, mentioned above, is academically rigorous evaluation. The PSI is a new entity, and its establishment and growth is imperative to fulfilling the goals set forth in the OSC-3 plan. Under an agreement between the U of M and the Crime Commission, the PSI will provide in-depth evaluation of all components of the OSC-3 plan. This effort requires creating both the expectation of strenuous review as well as the means to engage in that review with the production and maintenance of meaningful data. The PSI will not be limited to evaluation of the OSC plan, however. It is anticipated that the institute will eventually be capable of and will provide research and evaluation services in the criminal justice arena to other locales as well. Additionally, the PSI will help inform the community about best practices through the hosting of symposia on selected topics related to the field.

c. Assist our community and governmental partners in increasing their capacity to perform needed services to help continue reductions in crime rates in our community: As a policy organization, the MSCC recognizes that the capacity of those agencies and organizations that actually provide services is of utmost importance. Whether speaking of the need to ensure an adequate law enforcement presence, provide alternative resources to combat juvenile crime or domestic violence, or assist those returning from incarceration in re-establishing themselves as law-abiding citizens, the MSCC will continue to work with these organizations, public and private, to help pursue funding opportunities and to break down the silos into more collaborative, collective impact efforts.

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What is your organization's annual operating budget? Please list the top five (5) allocations.

Annual operating budget for FY 2017 is \$1,143,050.00. The top five allocations for the year are:

1. Payments to University of Memphis for PSI: \$505,000.
2. Salaries: \$235,000.00
3. Consultant Fees: \$207,500.00
4. Rent: \$43,000.00
5. Employee Benefits: \$25,850.00

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Grant Information

Provide the following information about your request.

Notes:

If you have multiple requests, please complete a separate application for each request. A maximum of two (2) requests will be accepted.

Amount requested: \$250,000 (\$1,000,000 over 4
 Project title: Memphis Police Department
 Start and end date, if applicable: 2017-2020
 Total budget for project: \$6.1M (not part of operating t

Check the primary area your proposal will address:

- ☐ Education: Early childhood, K-12, higher education
- ☐ Youth Development: After school/ summer programs, preparation for college/ career, youth engagement, etc.
- ☐ Social Services: Hunger, homelessness, safety net, child protection, etc.
- ☐ Livability: Parks, tourism, neighborhood enhancement/ growth, etc.
- ☐ Arts and culture: Capital campaign gifts only. Please refer to ArtsZone Grants for annual funding.
- ☒ Other

Select the category that describes the requested funds.

- ☒ Capacity-building
- ☐ Capital
- ☐ Endowment
- ☐ Event

- ☐ General Operating
- ☐ Project
- ☐ Program
- ☐ Other, please specify

Describe the programs or services for which you're seeking funding: What are the goals of this particular program(s)?

Memphis has had a tremendous attrition of police officers and is now engaged in an active effort at recruitment and retention of officers. As of the end of March 2017, the Memphis Police Department was at a complement of 1,964 officers; the budgeted complement is 2,304 and the ideal complement is viewed at approximately 2,500 (subject to a zero-based staffing assessment as part of the OSC-3 plan). MPD recruitment classes have not been able to keep pace with the number of officers either retiring or transferring to other communities. In order to help sustain the city's efforts in achieving this goal, the Crime Commission is assisting private donors in providing resources to help the city fund recruitment and retention bonuses. The bonuses are tied to maintaining a level of longevity with the Memphis Police Department, and therefore should substantially impact the staffing levels of active police officers. The goals are simple: bring in more qualified officers and stop losing them at an accelerated pace. Addressing the staffing needs of MPD is a key objective in the OSC-3 plan.

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How do you measure the effectiveness of the program(s) for which you seek funding?

Success is measured in this case by a net increase in the number of police officers year over year until the full budgeted complement is restored. The goal is to move toward the budgeted complement of 2,304 by the end of 2020. Each year's goal towards reaching that complement is a net increase of officers of approximately 85 (one quarter of the difference between current staffing of 1,964 and 2,304). Of course, this represents an average increase across four years and a steady increase cannot be guaranteed. Numerous factors influence net staffing. While the number of police officers alone is not responsible for reducing crime, many of the most effective methods of modern policing rely on data-driven deployment of officers. If the complement of officers is not sufficient, they simply cannot be deployed. Good policing also requires community engagement efforts, which MPD employs through its Community Oriented Policing (COP) program. As staffing has decreased, many of the officers assigned to the COP unit have been redeployed to patrol. This shift helps to fill an immediate hole, but has longer term repercussions to effective police work.

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Describe the key partnerships you have in place with other nonprofits, businesses, educational institutions, civic organizations and/ or government to advance the goals of this project or program?

o Research activities are coordinated by the Public Safety Institute (PSI) at the University of Memphis (U of M), as noted above. PSI will evaluate the success of increased staffing through analyzing crime trends across the length of the OSC plan (2017-2021) and reviewing the allocation of staff resources.

o The MSCC works closely with both city and county governments in monitoring the needs of the community for public safety staffing. The MSCC additionally works with a plethora of organizations as noted (nonprofits, businesses, etc.) to implement the OSC-3 plan. Various entities have stepped forward to help with this recruitment and retention of MPD officers through donations. This is a community-wide effort, as it is widely recognized as an area in need of substantial support.

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Explain the infrastructure, technology, personnel and/or other investments or growth anticipated in the next 2-3 years.

As noted above, the focus of this effort is to increase officer staffing in MPD. We anticipate reaching the budgeted complement of 2,304 officers by the end of 4 years (2017-2020).

How might you engage AutoZone employees or "AutoZoners," in your organization?

One of the main things employees or Autozoners can do to assist law enforcement in doing its job is to join and engage in their local neighborhood watch groups (NWGs). These groups help bring both problem properties and problem people to the attention of law enforcement and/or code enforcement, which helps reduce crime. Additionally, those participating in NWGs have a better understanding of how law enforcement works and are more likely to cooperate when needed in prosecuting cases. Those engaged in NWGs feel more connected to their neighbors and communities and can have a real impact on how the police handle crime in their locales. A key component of the OSC-3 plan is significant expansion of NWGs throughout the community.

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